

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2002/11/04 : CIA-RDP79-01590A000100010001-4

5 August 1976

MEMORANDUM FOR: Director of Training

STATINTL FROM : [REDACTED]
Course Chairmen
THROUGH : Chief, Intelligence Institute
SUBJECT : Course Report - Introduction to CIA
19-30 July 1976

Introductory Comments

1. The initial running of the Introduction to CIA ran from 19 to 30 July 1976. The two-week course replaced Intelligence in World Affairs (IWA) as an introductory phase of training for new professionals in the Agency. The revised and shortened course covered Agency management concerns, the Agency and its employees, the intelligence process and the CIA's place in the Intelligence Community.

2. The course is designed to provide the new professional with a functional approach to the work of CIA. (See course objectives stated in attached Evaluation form and Schedule.) This is done through the use of presentations from the various Agency components as well as with the use of current and relevant intelligence readings. An entire new reading package was assembled which contrasted sharply with the IWA readings. For the first time, class members were afforded access to SI and TK compartmented clearances for the duration of the course.

3. Class evaluations indicate that the objectives were met and that the first running was indeed a success. Presentations were of uniformly high quality and class participation was consistently good. From the standpoint of both the class and the course managers the content and flow of

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the course through the functional approach achieved a good balance. The presentation on the Intelligence Community was moved to the last day. Thus, after hearing about the Agency for almost two weeks the class had an opportunity to learn where the Agency fits into the Community structure and who the other members of the Community are. The lecture format was broken up by a group exercise on the first day and also by two field trips during the second week--one to the Imagery Analysis Service at [redacted] and the other STATINTL to the Operations Center at Headquarters. Both were appreciated by the class members.

4. The staff made a considerable effort as well as a contribution to the course by integrating themselves into the course structure, providing a visible framework as well as presenting the different themes throughout the course period. An effort was also made to implement instructional technology by providing a visual media approach to the administrative remarks at the opening session and also by encouraging different speakers to add to or embellish visual presentations when or where applicable. Additional plans along these lines are being considered for subsequent runnings of the course.

Composition of the Class

The group was fairly new in terms of Agency experience, with just under half of the class having joined the Agency in the past eight months. Compared to past runnings, the population was not well balanced in terms of Directorates; nearly two-thirds of the members came from the Directorates for Science and Technology or Administration. The wide range in length of service, age and grade did not hinder member interaction; in fact, the groups appeared to benefit from their heterogeneity. (See attached statistics.)

Class Evaluation

1. The class was asked to assign a numerical rating on a scale of 1 (slight) to 7 (highly satisfactory) indicating the degree to which the course met its stated objectives. The average rating given was a little over 6, indicating that it had indeed met those objectives.

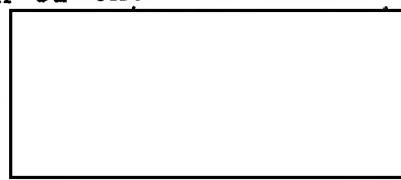
2. Many components of the course were very well received; the two that drew the most favorable comments were the Imagery Analysis Service of the Intelligence Directorate and the Operations Center.

3. Several selected remarks by individual class members reinforced the evaluation statistics concerning the success of the course; they are as follows: "The course was successful in reducing the Agency to the human level; the presentations during the two weeks were representative of the professional ability of the Agency's employees." Other class members thought that the course would enhance their career prospects in the Agency. Only one of the 34 class members thought she would have enjoyed a segment on World Affairs and/or International Communism.

Conclusion

The course appeared to be a very successful turnaround from its predecessor and was well worth the time involved in the reconstruction and preparation of the new course.

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Attachments:

- TAB A End-of-Course Data
- TAB B Evaluation Form
- TAB C Schedule
- TAB D Class Roster

END-OF-COURSE DATA

A

DATE OF REPORT 5 August 1976

COURSE: Introduction to CIA ~~Area~~ No. 1
 (TITLE & NUMBER)

RUNNINGS PER YEAR: 7**STUDENT ENROLLMENT**

ENROLLMENT CAPACITY	BEGINNING ENROLLMENT	UTILIZATION* (PER CENT)	NO. COMPLETING COURSE
40	35	89.5	34

CLASS COMPOSITION

ORGANIZATION	DD/A	DD/I	DD/O	DD/S & T	DCI	OTHER	TOTAL
NO. OF STUDENTS	10	4	8	11	1		34

	GRADE	YRS IN AGC' Y	TIME IN JOB	AGE
RANGE	5-13	1 month-12 years	N/A	21-56
AVERAGE	8.26	2.65	N/A	29.6

*BEGINNING ENROLLMENT

= UTILIZATION

ENROLLMENT CAPACITY

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S-E-C-R-E-T

INTRODUCTION TO CIA

Course #8 - 76

19 July to 30 July 1976

Room 902

Chamber of Commerce Building

Telephone Number:

25X1

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

Staff

25X1A

Chairman
Cochairman
Training Assistant

S-E-C-R-E-T

25X1

INTRODUCTION TO CIA

Course Objectives

A member of the Introduction to CIA Course is expected to:

1. Gain a basic understanding of CIA, its organization and functions, as well as its relationship to the Intelligence Community; and
2. Acquire an understanding of the fundamentals of the intelligence process.

S-E-C-R-E-T

INTRODUCTION TO CIA

Monday, 19 July 1976

0900-0930 Introduction to the Course

25X1A

[redacted]
Intelligence Institute
Office of Training
Administration Directorate

The Staff will discuss the objectives and the structure of the course and outline administrative procedures. Course members will complete biographic data sheets.

0930-0945 Special Security Briefing

25X1A

[redacted]
Security Officer
Office of Training

0945-1015 Class Introductions

Class and Staff

1030-1100 Videotape: DCI George Bush's talk to training course, 18 June 1976

1100-1200 Readings

1. Study Guide - The Organization of CIA (SECRET) (Tab A)
2. The Director's Statement Concerning Management of the Agency (Tab A)
3. Study Guide - The United States Intelligence Community (SECRET) (Tab A)
4. The National Security System (SECRET) (Tab B)
5. Study Guide - Selected Terms & Abbreviations (CONFIDENTIAL) (Tab A)

1200-1300 LUNCH

S-E-C-R-E-T

Monday, 19 July 1976 (Continued)

1300-1400 Missions and Functions of CIA

[redacted]
Briefing Officer
Office of Training

25X1A

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[redacted] will examine CIA's role in the collection and analysis of positive foreign intelligence. He will survey overt and covert means of collection and will describe the broad areas of "finished intelligence" production--political, biographic, economic, military, scientific, and technical. The responsibilities of the four CIA Directorates for these functions and for related research and development activities will be explained.

1410-1530 Discussion Groups: What do I want to know about CIA?

Members of the class will meet in small groups to share views of the images of CIA they brought into the Agency and the questions they would like to have answered in this course about the structure, missions, and administration of the Agency.

1530-1600 Reporting Session

The class will meet briefly to exchange information on the preceding small group meetings.

S-E-C-R-E-T

Tuesday, 20 July 1976

AGENCY MANAGEMENT CONCERNS

In this segment of the course you will have an opportunity to consider some of the concerns of the Agency. The Agency and Equal Opportunity will be discussed as will legislative, legal, and media relationships.

0845-0930 Readings

1. United States Foreign Intelligence Activities, Executive Order 11905, 19 February 1976 (Tab A)
2. Guiding Principles of the Intelligence Community, 13 May 1976 (Tab A)
3. DCID No. 1/8. The National Foreign Intelligence Board, 6 May 1976 (Tab A)
4. List and Summary of National Security Council Intelligence Directives. (SECRET) (Tab A)
5. DCI Committees (Tab A)

0930-1030 CIA and the Media

[redacted]
Office of the Assistant
to the Director

25X1A

The problem of the Agency's image as reflected in the press is of continuing concern. Our speaker will discuss various aspects of this problem and how the Agency deals with it.

1045-1200 CIA and Congress

[redacted]
Deputy Legislative
Counsel, Office of
Legislative Counsel

25X1A

What is the current status of our congressional relations? What are our responsibilities to the special committees that oversee the Agency? How has Congress' view of the Agency and use of the Agency changed over the past several years? What will this relationship look like in the future? Our speaker will discuss these questions and others pertinent to this timely topic.

1200-1315 LUNCH

Tuesday, 20 July 1976 (Continued)

1315-1415 The Freedom of Information and Privacy Acts [redacted] 25X1A
Deputy Chief, Information and Privacy Staff Administration Directorate

The Freedom of Information Act and the more recent Privacy Act have already had considerable impact on the working methods and procedures of Government agencies, including CIA. Our speaker will examine the purposes and requirements of the Acts and will explore some of the problems they raise for management and personnel in the future.

1430-1545 Equal Employment Opportunity in CIA Omego J. C. Ware
Director, Equal Employment Opportunity
Office of the DCI

The Director of Central Intelligence is firmly committed to achieving equal employment opportunity for all CIA employees. During this session our speaker will present the record of minority employment in CIA, discuss the goals established by the DCI for raising the level of minority employment, and describe the measures by which the Agency is seeking to reach its goals.

Wednesday, 21 July 1976

25X1A

0845-0915 Readings (continued)

0915-1015 CIA in Court

[Redacted]
Office of General
Counsel

The speaker will discuss the issues and problems created by the recent investigations of the Agency and changing political attitudes about intelligence and foreign affairs. The changing legal climate as well as new legislation impacting on the Agency will also be discussed.

THE AGENCY AND ITS EMPLOYEES

In this section of the course, we will focus on you as employees and discuss your responsibilities to the Agency. We will also discuss assistance and services available to you as employees. The role of the Inspector General will be discussed as will personnel, training, and security matters. The Agency's medical facilities will also be outlined.

1030-1145 The Office of Inspector General Scott D. Breckinridge
Deputy Inspector General
and Chief, Inspection Staff, Office of
Inspector General

The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances and supervising audits of expended funds. The speaker will discuss the function of his expanding office in reviewing these activities in response to the recommendations of the Rockefeller Commission and in investigating employee grievance. He will describe some types of problems and situations which arise and require remedial action by top management.

1145-1300 LUNCH (and optional videotape:
"Colby of the CIA"
CBS Special - interview by Daniel Schorr)

Wednesday, 21 July 1976 (Continued)

1300-1400	Personnel Management in CIA	[redacted]	25X1A
		Office of Personnel Administration Directorate	
A representative of the Office of Personnel will comment on current trends in the Agency's approach to personnel management, especially recent changes in the career service structure and the impact of "management by objectives" in the area of personnel administration.			
1415-1530	Office of Security	[redacted]	25X1A
		Deputy Director for Policy and Management Administration Directorate	

Our speaker will present a broad overview of the missions and functions of the Office of Security, touching on new developments and current trends in all branches of security--personnel, technical, and physical. He will examine new challenges and the changing nature of the security threat that faces the Agency today.

S-E-C-R-E-T

Thursday, 22 July 1976

0845-0915 Readings

1. Key Intelligence Questions for 1976 (SECRET, NOFORN)
(Tab C)
2. Perspectives for Intelligence 1976-1981
(SECRET, NOFORN) (Tab C)
3. U.S. Foreign Intelligence Priorities for 1976-1980
(SECRET) (Tab D)
4. Is Espionage Necessary for our Security? Scoville,
(Tab E) (Optional)

0915-1015 Office of Medical Services

25X1A

[redacted]
Chief, Clinical Services
Office of Medical Services
Administration Directorate

In an organization such as ours, the physical and mental health of its employees is of paramount importance. Our speaker will describe how the Agency's Office of Medical Services provides world-wide support to its human resources.

1030-1130 Training Agency Personnel

25X1A

[redacted]
Deputy Director of
Training

One of the major concerns of new employees is to learn what kinds of training are available to Agency officers. Our speaker will describe new training requirements and what is being done to meet them.

1130-1300 LUNCH (and optional videotape:
Lt. Gen. Walters' presentation
to CIA Guest Speaker Program
8 June 1976)

THE INTELLIGENCE CYCLE

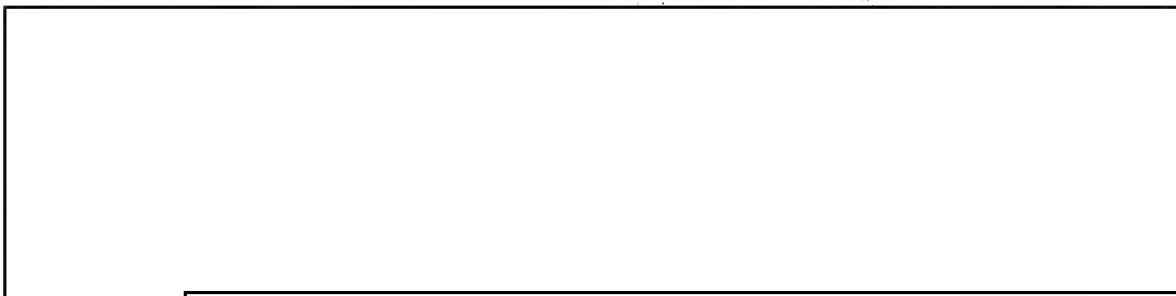
COLLECTION OF INTELLIGENCE

Intelligence collection rests at the base of the intelligence process where most of the money and manpower is expended. We begin with the area of human collection (to include both overt and clandestine collection) for which the Agency has a unique responsibility. We will then look at technical collection systems today and how they impact on us all as intelligence officers.

Thursday, 22 July 1976 (Continued)

THE OVERT COLLECTION OF INTELLIGENCE

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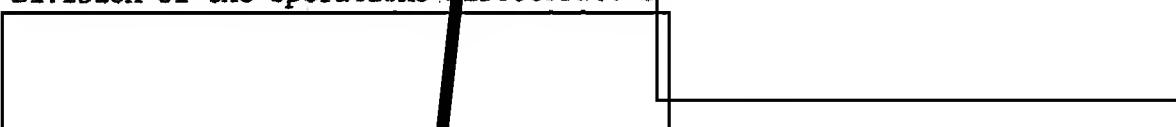
1415-1530



DIVISION
Operations Directorate

25X1A

Our speakers will discuss the responsibi
Division of the Operations Directorate i



25X1A

25X1A

Friday, 23 July 1976

0845-0915 Readings

1. Some Likely Key Intelligence Questions for the 1980s, Planning Study for Research and Development (SECRET, NOFORN) (Tab D)
2. Views on Emerging Areas of Science and Technology Potentially Important to National Security (CONFIDENTIAL) (Tab D)

CLANDESTINE COLLECTION OF INTELLIGENCE

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Monday, 26 July 1976

0845-0915 Oral Evaluation and Review
0915-1015 Office of Technical Service

DO/Office of Technical Service/*TRAINING BRANCH*
Science and Technology Directorate

25X1A

The Office of Technical Service primarily provides technical support to operations of the Operations Directorate. You will have an overview of these activities and learn of the kinds of equipment and support which the Office can supply.

TECHNICAL COLLECTION OF INTELLIGENCE

1030-1130 Technology and Intelligence

David Brandwein
Deputy Director for
Science and Technology

Our speaker will present an overview of the Agency's mission in the field of science and technology. He will comment on the contribution of collection systems to national intelligence and the impact of these systems on the work of the Agency and the Intelligence Community.

1130-1230 LUNCH

1230 Bus leaves from Chamber of Commerce Building to []
[] meet at rear of Building)

25X1A

1315-1545 The Imagery Analysis Service

[]
Deputy Director, Imagery Analysis Service
Intelligence Directorate

25X1A

The contribution to intelligence of aerial photography and other imagery will be the subject of this lecture. The speaker will explain the way in which the tasks of imagery exploitation have been allocated within the Intelligence Community and the distinct functions of the Imagery Analysis Service (IAS) and the National Photographic Interpretation Center (NPIC). Vu-graphs will be used to demonstrate the arts of the photo interpreter and his contribution to analysis as well as to collection.

1545 Bus to Chamber of Commerce Building

S-E-C-R-E-T

Tuesday, 27 July 1976

0845-0915 Readings

1. A guide to the National Intelligence Community's Production Organizations and Their Products (SECRET) (Tab D)
2. National Intelligence Offices Listings (SECRET) (Tab D)
3. The CIA Operations Center (CONFIDENTIAL) (Tab D)

25X1A

0915-1030 ELINT

[redacted]
Office of ELINT
Science and Technology
Directorate

25X1A

[redacted] will explain what ELINT is and how it operates to collect scientific and technical intelligence information through the intercept of foreign electromagnetic signals. The Agency OEL program objectives, collection operations, and contributions to intelligence will also be discussed.

1045-1145 Characteristics of Sources

[redacted]
Assistant Comptroller
Ex/o, Requirements and Evaluation,
Office of Comptroller

25X1A

25X1A

[redacted] will review with the students the three major categories of intelligence collection, discuss the merits and disadvantages of each, and make some tentative assessments on their relative usefulness in the finished intelligence product.

1130-1300 LUNCH (and optional film:
"Future Shock")

THE PRODUCTION AND PROCESSING OF INTELLIGENCE

The final step in the intelligence cycle is the production of finished intelligence. We will also discuss the processing of information throughout the Agency. During this portion of the course, we consider four types of finished intelligence--current, research, economic, and scientific.

Tuesday, 27 July 1976 (Continued)

1300-1400 Current Intelligence

cb, [redacted]
Office of Current
Intelligence
Intelligence Directorate

25X1A

Current intelligence is that intelligence of all types and forms that is of immediate interest to policy and decision makers. The speaker will discuss CIA's role in producing national current intelligence, with special emphasis on the production and presentation methods presently in use.

1415-1600 The Nature and Problems of
Intelligence Research

[redacted]
Office of Strategic
Research
Intelligence Directorate

25X1A

25X1A

[redacted] will describe the environment of the research process, and discuss the dynamics of resolving various intelligence problems. He will also describe the character of the research as it evolves throughout the development of a program. Examples will be drawn from case studies.

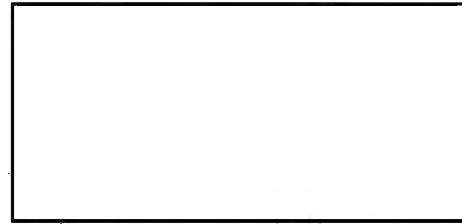
S-E-C-R-E-T

Wednesday, 28 July 1976

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Meet at Headquarters Building, Room 1A07

0915-1015 A New Emphasis on Economic
Research



The deteriorating position of the U.S. in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interest in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

1030-1130 Scientific and Technological
Intelligence

[redacted]
Office of Weapons
Intelligence

25X1A

[redacted]
Office of Scientific
Intelligence

25X1A

Much of the progress in intelligence in recent years has been through technical innovation. Our speakers will discuss the functional and geographic areas of concern as well as characteristics of weapons systems concerning scientific and technical analysis. As a producer of finished intelligence, their relationships with other producing components in CIA and the Intelligence Community will be described.

1130-1300 LUNCH

1300-1415 Central Reference Service

[redacted]
Deputy Director
Central Reference Service

25X1A

The Central Reference Service (CRS) has a dual function. It is a principal source of support to collectors and analysts, and it also produces finished biographic intelligence. In outlining the office's interesting and varied functions, [redacted] explains ways that CRS can be of service to you.

25X1A

Wednesday, 28 July 1976 (Continued)

1430-1600 CIA Operations Center

[redacted]
Deputy Chief, CIA
Operations Center

25X1A

The Agency's 24-hour control center alerts Agency officials to critical events and is CIA's after-hours contact point to the Intelligence Community and the White House. After a discussion of the center's functions and operations, the class will divide into small groups for a tour of the Center.

S-E-C-R-E-T

Thursday, 29 July 1976

0845-0915 Readings

1. Text of Lecture on Evaluating the Intelligence Successes and Failures, [redacted] April 1976 (SECRET) (Tab D) 25X1A
2. CIA Intelligence Support for Foreign and National Security Policy Making. Center for the Study of Intelligence, January 1976 (SECRET) (Tab D)

0915-1015 The National Intelligence Officer [redacted] Assistant NIO for South and Southeast Asia and Africa 25X1A

The National Intelligence Officers (NIOs) charged with responsibility for specific geographic or functional areas are one of the tools used by the Director to coordinate the work of the Intelligence Community. Our speaker will explain how an NIO works as a personal representative of the DCI to establish informal contacts across Agency and departmental lines and to provide coordinated responses to the requirements of policy makers. He will also speculate on the future of the NIO system.

SUPPORT TO INTELLIGENCE

Intelligence collection, processing, and production require a variety of support mechanisms. During the next day you will hear about some of these activities.

1030-1130 The Administration of Intelligence [redacted] Executive Officer 25X1A
Administration Directorate

The Executive Officer of the Directorate of Administration will survey the Agency's extensive support services. He will discuss major administrative problems facing CIA and the ways in which the Agency is seeking to handle them.

1130-1300 LUNCH (and optional film:
"Printing for Intelligence")

S-E-C-R-E-T

Thursday, 29 July 1976 (Continued)

1300-1415 The Agency's Communications [redacted]

25X1A

[redacted]
Director of Communications
Administration Directorate

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

1430-1530 Logistical Support of Agency Activities [redacted]

25X1A

[redacted]
Executive Officer
Office of Logistics
Administration Directorate

Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large-scale paramilitary ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.

S-E-C-R-E-T

Friday, 30 July 1976

0915-1015 The Role of Computers in
Support of Agency Activities

[redacted]
Executive Officer
Office of Data Processing
Administration Directorate

25X1A

The computer is here to stay in the Agency--as an information processor, as an analytical tool, and as an aid to managers and management.

[redacted] will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his office. He will also describe some existing programs and how ODP can be helpful to you as a potential user of computers.

25X1
1030-1200 The Intelligence Community

[redacted]
Executive Staff
Intelligence Community
Staff

25X1A

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Our speaker will discuss the members of the Community and how CIA interacts with them. He will also discuss how the Intelligence Community is managed and the responsibilities of the Director of Central Intelligence.

1200-1330 LUNCH

1330-1430 Written Evaluation and Final
Administrative Matters

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TRAINING REPORT

INTRODUCTION TO CIA #8-76
(30 hours - full time)

19-30 July 1976

Name :

Year of Birth :

Grade :

EOD :

Office:

Service Designation:

Class Enrollment : 34

Members of the Introduction to CIA Course were expected to:

1. Gain a basic understanding of CIA, its organization and functions, as well as its relationship to the Intelligence Community; and
2. Acquire an understanding of the fundamentals of the intelligence process.

Methods for meeting the objectives are through lectures given by the faculty of the Intelligence Institute and by guest speakers, reading, and films.

This is to certify satisfactory completion of the Introduction to CIA course.

FOR THE DIRECTOR OF TRAINING:

STATINTL

3 August 1976
Date

Course Chairman

*Used for personnel file
After completion of course*

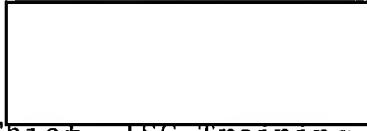
SPEED LETTER	REPLY REQUESTED			DATE
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	23 June 1976
			LETTER NO.	ISG/TR-203/76
TO : OTR/Intelligence Institute ATTN: Renee	FROM: ISG/TR 1B4004			

STAT

I talked with [redacted] last week about the changes in IWA and what to do with out pending nominees. He said that I could give them the option of attending or withdrawing, and I agreed that future nominations would conform to the new criteria.

Of my pending nominees, [redacted] would still prefer STAT to attend. Please destroy all other Forms 73.

STAT



Chief, ISG Training

REPLY		SIGNATURE
		DATE



SIGNATURE

11yours

NOTES TO TRAINING OFFICERS

1. Employee Development Course

Effective July 1976, the Employee Development Course (EDC) will be adjusted as follows:

- a. Revised Schedule: July - December 1976
 - 23-25 August - (Special Session - full)
 - 13-15 September
 - 27-29 September
 - 8-10 November
 - 13-15 December - (Special Session - full)
- b. The course will be reduced from four to three days.
- c. The maximum enrollment will be increased to 35 (each Directorate quota is increased to 8).

Training Officers selecting candidates for the EDC are reminded of the criteria for attendance: Grades GS-05 - 07 with at least one year Agency service.

OTR is planning to conduct, on an experimental basis, two runnings of the EDC for individual components. If successful, we will consider requests for the January - June 1977 period from components having 35 students qualified and available for a three-day period.

The Office of Training will soon announce a new course, "Effective Secretarial Administration," scheduled to be offered in July 1976 for secretaries at the GS-06 - 07 level. This course will give employees in this grade range an additional training opportunity.

2. Intelligence in World Affairs (IWA) Course

The Intelligence in World Affairs (IWA) Course has been renamed Introduction to CIA. The Course has been restructured substantially and converted into a basic orientation for new professional employees. It has been shortened to two weeks. The revised course covers the organization, missions, and functions of CIA: the Agency's place in the Intelligence

Agency's management and its employees, and the basic services

25X1

provided to all Agency personnel. With the change of length from three to two weeks, the course is rescheduled as follows:

19-30 July 1976
20 September - 1 October 1976
26 October - 5 November 1976
29 November - 10 December 1976

Training Officers are requested to submit Form 1200 (Biographic Profile) along with Form 73 (Request for Internal Training) for their nominees. Clerical employees who have been with the Agency for some time and who are being converted to professional status should be enrolled in CIA Today and Tomorrow and not the new course. This will help to underscore the concept that the introductory course is for newly hired professional employees only and eliminate the wide discrepancies in length of service and experience which now prevail among IWA attendees.

3. There have been a number of telephone calls to the OTR Budget and Fiscal Office and to the External Programs staff requesting clarification on tuition advances and reimbursements. As a policy OTR processes all tuition advances and reimbursements. However, in those cases where an employee is attending an out-of-town program and the travel order is cut by his office, the tuition cost may be included in the travel advance (Form 540-b). The signed and stamped fanfold copy of the Requests for Training (Form 136) which is forwarded to the Component Budget and Fiscal Officer includes the cost which OTR has approved as expendable for the particular training program. Additional expenses should be cleared with the staff of the External Programs Branch which normally handles all tuition advances and reimbursements.

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